



March 23, 2020

## **HUMANRIGHTS360 GENDER EQUALITY POLICY**

### **Introduction**

HumanRights360 is a place of equality and mutual respect among employees, who shall be treated fairly and enjoy equal opportunities. At HR 360 we recognize that power relations between genders and ages are unequal, and that we must challenge patriarchy and promote gender equality to achieve social justice. Through this policy, HR360 commits to ensuring that gender equality is fully incorporated in all our work as a universal human right.

HR360 seeks to promote equal realization of dignity and human rights for all genders and ages.

HR360 recognizes that gender is not binary, and that terms and definitions related to gender and sexuality are diverse and continue to evolve. To facilitate ease of reading within this policy we refer to 'all genders and ages' throughout.

This demonstrates our recognition of and ability to work with adults and children and individuals of all sexual orientations, gender identities and/or gender expressions.

We recognize that rigid gender norms limit people of all genders and sexual orientations by creating and reinforcing assumptions and systems of privilege (sometimes codified in laws and policies), about their recognition in society and the range of roles and opportunities open to them. These not only limit individuals who

identify as girls, boys, women and men as well as identities beyond the binary, but also individuals whose sexual orientations do not conform with dominant norms and expectations of heterosexuality. While rigid gender norms can limit all of us, HR360 also recognizes that gender norms and hierarchies are constructed by people and systemically privilege some groups over others. Throughout this policy when reference is made to all genders and ages this includes (cisgender and transgender) women and girls, men and boys as well as people who identify beyond the binary; and people of all sexual orientations.

Staff of HumanRights360 shall not be discriminated against on the basis of gender, and have equal access to advancement, training and responsibility.

### **Purpose**

The aim of this equality policy is to ensure equal conditions and opportunities for employees at HumanRights360, free from gender bias, and to raise awareness of gender equality in all the work of HumanRights360. This policy is intended to contribute to gender balance in all positions, internal committees and working groups in HumanRights360. It is designed to help ensure that all staff are respected and valued on their own merits, and that talent and human resources are used as effectively as possible. The policy is also aimed at counteracting any stereotypes concerning gender roles.

The purpose of the Policy is to:

- Define and communicate clear commitments and consistent messages within HR360 and with others
- Continue to strengthen efforts to promote gender equality in our organisation, increasing HR360's integrity and credibility amongst donors, partners and allies as a leader in the gender equality space, in both programming and advocacy
- Establish commitments for our development and humanitarian programming and our organisation
- Enable us to work as a confederation and with others building on each other strengths, experience and lessons learned

### **Core Principles**

HR360 is a rights based organisation. Gender equality is an explicit internationally recognized human right and HR360 seeks to promote equal realization of dignity and human rights and the elimination of poverty and injustice for all genders and ages. Our commitments are founded on the Human Rights Framework and globally agreed principles<sup>1</sup>, such as equality and non-discrimination. They based on international law

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<sup>1</sup> Human Rights Principles include: Universality and Inalienability, Indivisibility, Participation and Inclusion, Accountability and Rule of Law, Transparency, and Equality and Non-Discrimination <sup>3</sup> See footnote 2. <sup>2</sup> There

and regional standards<sup>2</sup>, in particular the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), as well as relevant soft laws<sup>2</sup> and the global ambitions set out in the Sustainable Development Goals (SDGs).

HR360 recognises that issues of gender inequality intersect with other forms of oppression based on unequal power relations, such as ableism, racism, caste and ethnic discrimination, ageism, sexual orientation and homophobia, religious discrimination, classism, colonial history among others.

HR360 works with marginalized women and their allies to address structural barriers to the realization of women's rights and gender equality; social justice, peace, wellbeing and a life free from violence.

#### 4. What we need to do to implement the Gender Equality Policy – Commitments

In order to enact these principles, HR360 will fulfil the following commitments and ensure that they are monitored, evaluated and reported on as part of HR360's responsibility of transparency and accountability.

1. Incorporate participatory gender and power analysis and data disaggregated by sex, age, and other relevant diversity factors to inform actions across the programme/project cycle.
2. Articulate how programming works across all three domains of the Gender Equality Framework and apply and learn from the Gender Marker at every stage of the project or programme cycle to improve our gender transformative potential.
3. Engage men and boys in support of gender equality and women's empowerment when in line with programming and/or organizational objectives.
4. Identify potential programming risks throughout the program/project cycle and take steps to do no harm and mitigate unintended consequences of backlash and gender-based violence, regardless of sectoral focus, especially in fragile and conflict contexts.
5. Form partnerships with women's rights and/or LGBTIQ<sup>3</sup> organisations and movements to collaborate in the achievement of shared goals and elevate the voice of marginalised people; and engage key stakeholders in the struggle for gender equality including other civil society, government, private sector, public and private donors.

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are a variety of tools that can be used to do gender and power analysis; they are not necessarily separate processes, however any situational analysis must include an analysis of gender and power. In humanitarian settings a rapid gender analysis is required.

<sup>2</sup> Soft laws are non-binding international standards such as resolutions in the Human Rights Council or General Assembly, General Comments by the CRC or CEDAW Committees, etc.

<sup>3</sup> Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning

6. Ensure evaluations and reviews do no harm, are participatory and assess progress towards gender equality outcomes<sup>4</sup>. Ensure that they document best practices and challenges, and create mechanisms for cross-learning within communities, within HR360 and with partners.
7. Ensure all our human resources policies and practices are developed with a gender lens. Report on gender and diversity balance in staffing and governance structures along with average pay levels. Implement targeted strategies to redress any evidence of gender inequality in gender and diversity balance and pay levels.
8. Recruit and retain staff with a commitment to gender equality; build staff and partner capacity and skills in gender equality and diversity, and ensure all annual operating plans, job descriptions and performance plans reflect HR360's commitment to gender equality.
9. Regularly report to programme participants, donors and the public on progress on gender equality in HR360's work.
10. Take all measures to prevent and respond to all forms of sexual harassment and violence, and sexual exploitation and abuse of children and vulnerable adults, promote staff awareness and training, and effective systems for reporting and monitoring.
11. Ensure external marketing, fundraising, advocacy and communications respect and uphold our commitment to social justice and gender equality including being respectful, using inclusive and positive language and images and avoiding stereotypes with particular attention to those based on gender and ethnicity.
12. Systematically negotiate with donors for adequate funding to meet the HR360 gender commitments (specifically addressing measures for “do no harm”/gender-based violence prevention measures, prevention of sexual exploitation and abuse (PSEA), and organizational gender equity and diversity (GED)).

## **RESPONSIBILITIES**

### **General Manager**

The General Manager is responsible for the implementation of this policy and shall appoint a Gender Equality Group composing of participants from staff and management.

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<sup>4</sup> Gender Equality and Women's Voice Indicators can be found here

## **Gender Equality Group**

The Gender Equality Group is competent for monitoring and overseeing progress in implementing this policy and can propose actions and remedies to the General Manager.

## **Management**

Senior management and directors of all divisions should champion the implementation of the policy and are obliged to inform the General Manager if they detect any deviations from or failings in the policy. The status of implementation of this policy shall be discussed at least once a year at regular meetings of HUMANRIGHTS360 management.

## **Human Resources**

Human Resources (HR) shall ensure that a briefing on gender equality, as well as this policy, is included in all induction and orientation sessions for new staff.

HR shall ensure that vacancy announcements are not biased and are addressed to both genders, and that information on this policy is provided on both the intranet and website of the HR360.

## **All staff**

All staff shall contribute to a gender-sensitive work environment.

## **Scope of Application**

This policy applies across HR360's development and humanitarian programming; to our organization and to all HR360 Employees and Related-Personnel.

### **Responsibilities**

#### **1. All HR360 Employees and Related Personnel**

It is the responsibility of all HR360 Employees and Related Personnel to uphold the Core Principles and Commitments of this policy.

#### **2. Senior Managers, Supervisors and Human Resource Managers**

Senior Managers, Supervisors and Human Resource Managers must ensure that all HR360 Employees and Related Personnel understand and comply with this policy.

3. Human Resource Managers are also responsible for robust recruitment, induction and training as per Commitments above, whilst Senior Managers and Supervisors are responsible for performance management to ensure the implementation of the policy.

4.HR360 Members, Affiliates and Candidates are responsible for defining work plans and procedures to uphold and operationalize this policy.

5.HR360 Lead Members will provide the necessary support to all forms of HR360 engagement.

This Policy is also a response to HR360's accountability to the communities it works with and is therefore to be operationalized as part of the broaderHR360 Accountability Framework.

### **Recruitment Aim**

Positions shall be equally accessible to all genders, and the employee group both as a whole and across different position levels shall be diverse in terms of gender.

### **Actions**

All positions in HumanRights360 shall be equally accessible to all genders. Advertisements for vacant positions shall convey HumanRights360's aim of gender balance.

Training shall be given to all staff members who participate in recruitment panels on possible gender bias in the recruitment process.

If there is a significant imbalance between genders, i.e. the under-represented gender counts for less than 40% in HumanRights360 / directors / the division / at the position level in question, and if the selection process identifies equally qualified and suitable individuals for the vacant position, gender should be considered a relevant qualifying criterion.

As far as possible, internal committees and working groups that are established by HumanRights360 shall have at least 40% representation of each gender.

Each year, in the first quarter, statistics on the gender balance of employees for the different position levels shall be compiled by HR. The results shall include information on HumanRights360 as a whole, as well as by management, division, position and duty station. At the same time HR and the Gender Equality Group shall assess whether vacancy announcements from the previous year were in any way imbalanced in terms of gender and shall report to the General Director.

## **Terms of employment, including promotions**

### **Aim**

Decisions on salaries and terms of employment including promotions shall be made in a nondiscriminatory way for all employees, free from gender bias.

### **Actions**

For each decision regarding starting grade and step, promotions and special step increases there shall be careful scrutiny to ensure fair treatment, free from gender bias.

All staff on maternity/paternity leave as well as part-time staff shall be considered for promotions and special step increases in the same manner as other staff members.

HR is responsible for ensuring that an analysis regarding salaries, special step increases, promotions and other employment terms of employees is performed, either internally or externally, on a yearly basis. The results of this analysis shall be presented to the General Director and to the Gender Equality Group in the first quarter of each year. The results shall also be presented to staff, in such a way that individual staff members cannot be identified from the data provided. If the above-mentioned analysis reveals unexplained gender differences, these differences shall be brought to the attention of the General Director. The General Director will address them and, in as far as possible, introduce measures to prevent them from arising again, and inform the Gender Equality Group of the outcome.

## **Access to training and continuing professional development Aim**

All employees in HumanRights360 shall enjoy equal opportunities and access to training, continuing professional development (CPD) and career development, free from gender bias.

### **Actions**

Information on employees' training and development shall be registered and collected in an organised manner by HR.

In the annual admin survey, employees shall be asked to evaluate their opportunities for training or CPD, and their use of such opportunities. This information shall be analyzed by HR according to gender, area of work and division, and presented to the Gender Equality Group in the first quarter of each year.

Corrective action shall be taken at the appropriate level if gender-based differences are detected as regards opportunities for training or CPD, and/or employees' use of such opportunities.

## **Work-life balance**

### **Aim**

HumanRights360 values the importance of striking a balance between work and private life. Terms of employment and work arrangements shall be kept under review in relation to possible changes in the composition of staff and their family situations.

### **Actions**

HumanRights360 shall support staff who wish to make use of arrangements for flexible working hours in order to facilitate work-life balance.

Support is given to families with children and all staff irrespective of gender are encouraged to take responsibility for childcare, including making use of paternity/maternity leave and caring for sick children.

Measures shall be taken to facilitate the smooth integration of staff back into the workplace following maternity/paternity leave, including the necessary flexibility to allow mothers to continue breastfeeding.

If workload is found to be excessive or lacking in flexibility, the matter should be discussed with the line manager and a solution sought to address the situation.

In the annual admin survey, staff shall be asked whether they are content with their work arrangements and if they have experienced disparate treatment in regard to working arrangements.

HR shall collect data on the use of flexible and part-time work arrangements and analyzed it according to gender and presented to the Gender Equality Group in the first quarter of each year.

## **Raising awareness of gender equality**

### **Aim**

All staff are to be respected and valued on their own merits, free from gender bias. HumanRights360 shall make its policy and aims in relation to gender equality known and make an effort to promote gender equality.

### **Action**

The Gender Equality Group and HR shall periodically organize a workshop on gender equality and how gender considerations may affect the work of employees of HumanRights360. This workshop should be attended by management and staff.

The Gender Equality Group shall also identify and inform the staff of workshops and courses on gender equality in which they may wish to participate.

In the annual admin survey, staff shall be asked whether they have been affected by gender bias at HumanRights360.

If the survey results indicate that a member of staff has experienced gender bias at HumanRights360, the Gender Equality Group may make recommendations to the General Director on appropriate actions.

HumanRights360's values and Gender Equality Policy are promoted by HumanRights360 on the website and in other forums as appropriate

### **CONTINUOUS FOLLOW-UP**

A status and progress report shall be prepared annually for the General Director by the Gender Equality Group with the assistance of HR. The report shall be published on the intranet in the first quarter of each year for the previous calendar year. Furthermore, a report on the status and implementation of the policy will be included in HumanRights360's yearly Performance Plan which is submitted to the General Assembly.

This policy shall be evaluated and amended if necessary, at least every third year. HR is responsible for initiating the revision work.

*This policy is approved for implementation March 23, 2020*